

## Scorecard &gt;

## 1.0 Customer

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	Actual	Goal	As of Date
<u>Improved access to capital for small and minority businesses linked to meaningful technical assistance(OCED)</u>			
■ Dollars provided by Mom and Pop Small Business Grants	\$463,782	\$500,000	FY06 Q3
▲ Entrepreneurial Technical assistance	257	250	FY06 Q3
■ Loans through the Community Development Revolving Loan Fund	1	4	FY06 Q3
▲ Micro Loans to Businesses	16	15	FY06 Q3
<u>Increase in start-ups of new businesses (OCED)</u>			
▲ New Businesses created	0	0	FY06 Q2
<u>Increased availability of affordable and special needs housing (OCED)</u>			
▲ Provide relocation assistance to displaced families	1	1	FY06 Q3
<u>Enhanced public reporting regarding funded activities (OCED)</u>			
Improve Compliance	12	n/a	May 2006 W2
▲ Public meetings with Community Advisory Committees	16	15	FY06 Q2
<u>Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas (priority outcome)</u>			
▲ Business facade improvement program	0	0	FY06 Q3
▲ Number of land parcels conveyed for development	7	4	FY06 Q3
■ Number of vacant land parcels maintained	139	146	FY06 Q3
■ Percentage of conveyed land parcels developed within two years	39 %	50 %	FY06 Q3
▲ Project evaluations for capital, housing and economic development activities	17	15	FY06 Q3
▲ Project Management and technical support services to agencies /activities	8	4	FY06 Q3
<u>Increased number of low to moderate income homeowners (OCED)</u>			
Funding for low to moderate income housing units			
<u>Increased number of businesses and employment opportunities in higher-paying, targeted industries (OCED)</u>			
▲ Businesses receiving Enterprise Zone incentives	98	95	FY06 Q3
■ Businesses receiving fiscal incentives	1	2	FY06 Q3
▲ Jobs created by fiscal incentives	190	40	FY06 Q3
<u>Coordinated and effective economic and community development programs (OCED)</u>			
▲ Community service programs benefiting residents	9,284 Persons	9,274 Persons	FY06 Q3
▲ Environmental review clearances completed for construction and capital projects	45 Projects	30 Projects	FY06 Q3
▲ Monitor funded programs	128	100	FY06 Q3
<u>Enhance Suitable Living Environment Through Improved/New Sustainability and Capital Improvements</u>			
▲ Number of Capital Improvement Projects	34	34	FY06 Q3
<u>EDBetter informed clients served by various assistance programs</u>			
3-2			
▲ Program Requirements workshops	1	1	FY06 Q2

## 2.0 Financial

+ ADD

Actual

Goal

As of Date

# Meet Budget Targets (Office of Community and Economic Development)

 Revenue: Total (OCED)	\$3,923	\$10,164	FY06 Q3
 Expen: Total (OCED)	\$13,944	\$16,816	FY06 Q3

## 3.0 Internal | ADD


Actual Goal As of Date

Higher leveraging of County programs' financial resources with private sector financing - OCED

Proactive involvement of communities in economic development efforts (OCED)

 <u>Percent of contracts issued on a timely basis</u>	80 %	85 %	Cal06
<u>Percent of funded activities monitored</u>			

CDBG Revenue Drawdown (Ratio)

 <u>CDBG Monthy Drawdown Revenu</u>	2.03 %	1.75 %	Jun 2006
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ED2-Coordinated and Effective Economic Development Programs (priority income) OCED

 <u>Administer Section 108 loans in conjunction with other County departments</u>	0	0	FY06 Q3
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## 4.0 Learning and Growth | ADD

Actual Goal As of Date

ES5 Workforce skills to support County programs

 <u>Staff attendance at U.S. HUD training</u>	65 hours	50 hours	FY06 Q3
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### Scorecard Details >

<u>Exception Report</u>	<b>Owners</b>	<b>Monitors</b>	 EXPLORE
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**Scorecard Name:** Office of Community and Economic Development (Fiscal Year January to December)

Unzueta, Silvia Glasgow, Rickert Ashford, Awilda White, Tangie Ahmed, Zafar Hernandez, Jose A.

**Description:**

### Parent Scorecards

ACM Scorecard - Curry, Cynthia

### Child Scorecards

 LINKS

Community Builders Division  
Community Development Division

Office of Community and Economic Development (Fiscal Year January to December)

Business Plan Report

Customer

Objective Name	Owner(s)
Improved access to capital for small and minority businesses linked to meaningful technical assistance(OCED)	Cynthia Curry Rickert Glasgow Silvia Unzueta Tangie White

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
		Allocate County Gov't resources to increase and diversify jobs & incomes while eliminating socio-economic disparities in underserved areas
		Parent Objectives
		(ED1.9) Improved access to capital for small and minority businesses linked to meaningful technical assistance

Measures	Owner(s)
Dollars provided by Mom and Pop Small Business Grants	Rickert Glasgow Tangie White Jose Bravo
Provide 1.95 Million in grant payments to small businesses	

Performance Graph

OCED - Micro Loan Fund

Quarter	Goal	Actual	Trend
FY06 Q2	0	0	0
FY06 Q4	1,000,000	450,000	450,000
FY07 Q2	0	0	0
FY07 Q4	1,000,000	0	0
FY08 Q2	0	0	0
FY08 Q4	0	0	0

↑ good direction

updated: 7/24/2006

Initiatives Linked To Measure

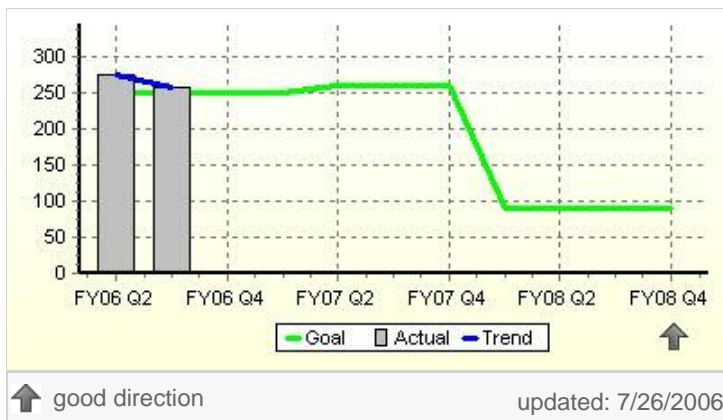
Owner(s)

Child Measures Linked To Measure

ACTUAL	GOAL	DATE
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Entrepreneurial Technical assistance	Rickert Glasgow Tangie White
Number of prospective and existing business owners receiving technical assistance through the enterprise zone program and other EDD programs	

Performance Graph	Initiatives Linked To Measure	Owner(s)
<div>Entrepreneurial Technical assistance</div>		
	Child Measures Linked To Measure	
	ACTUAL GOAL DATE	



Loans through the Community Development Revolving Loan Fund

Rickert Glasgow Tangie White

Number of businesses receiving loans through the Community Development Revolving Loan Fund

#### Performance Graph



#### Initiatives Linked To Measure

Owner(s)

#### Child Measures Linked To Measure

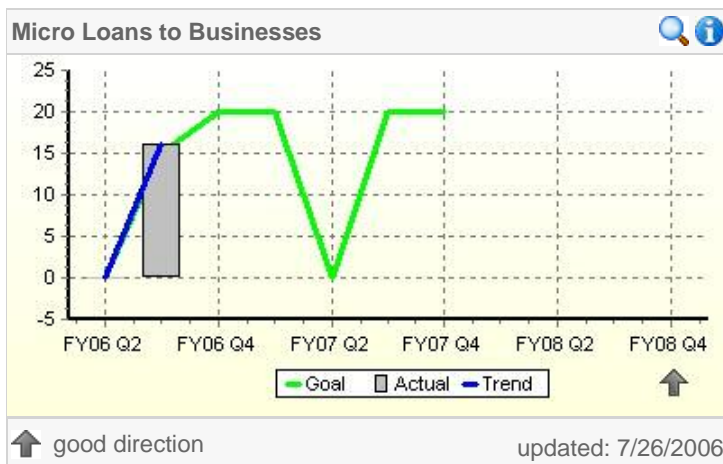
ACTUAL GOAL DATE

Micro Loans to Businesses

Rickert Glasgow Tangie White

Make loans of up to \$5,000 to start up/micro businesses,

#### Performance Graph



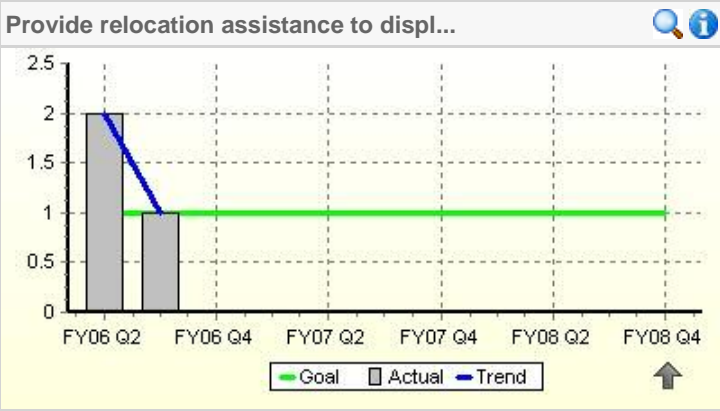
#### Initiatives Linked To Measure

Owner(s)

#### Child Measures Linked To Measure

ACTUAL GOAL DATE

Objective Name		Owner(s)																					
Increase in start-ups of new businesses (OCED)		Zafar Ahmed Rickert Glasgow Silvia Unzueta Tangie White																					
Initiatives Linked To Objective	Owner(s)	GrandParent Objectives																					
		Expand entrepreneurial development opportunities within Miami-Dade County																					
		Parent Objectives																					
		(ED3.2) Increase in start-ups of new businesses																					
Measures		Owner(s)																					
New Businesses created		Jose Bravo Rickert Glasgow Tangie White																					
Create 6 new businesses by providing \$500,000 to \$800,000 to technical assistance providers.																							
Performance Graph		Initiatives Linked To Measure																					
		Owner(s)																					
		Child Measures Linked To Measure																					
		ACTUAL GOAL DATE																					
<div> <div>New Businesses created</div> <table border="1"> <caption>New Businesses created Data</caption> <thead> <tr> <th>Period</th> <th>Goal</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>FY06 Q2</td> <td>0</td> <td>0</td> </tr> <tr> <td>FY06 Q4</td> <td>6</td> <td>0</td> </tr> <tr> <td>FY07 Q2</td> <td>0</td> <td>0</td> </tr> <tr> <td>FY07 Q4</td> <td>0</td> <td>0</td> </tr> <tr> <td>FY08 Q2</td> <td>0</td> <td>0</td> </tr> <tr> <td>FY08 Q4</td> <td>0</td> <td>0</td> </tr> </tbody> </table> <div> <div>↑ good direction</div> <div>updated: 5/3/2006</div> </div> </div>			Period	Goal	Actual	FY06 Q2	0	0	FY06 Q4	6	0	FY07 Q2	0	0	FY07 Q4	0	0	FY08 Q2	0	0	FY08 Q4	0	0
Period	Goal	Actual																					
FY06 Q2	0	0																					
FY06 Q4	6	0																					
FY07 Q2	0	0																					
FY07 Q4	0	0																					
FY08 Q2	0	0																					
FY08 Q4	0	0																					

Objective Name		Owner(s)
Increased availability of affordable and special needs housing (OCED)		Rickert Glasgow Silvia Unzueta
Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
		Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County
		Parent Objectives
		(HH5.1) Increased availability of affordable and special needs housing (priority outcome)
Measures		Owner(s)
Provide relocation assistance to displaced families		Rickert Glasgow
Number of displaced families assisted thru OCED funded housing activities		
Performance Graph		Initiatives Linked To Measure
Provide relocation assistance to displ...		Owner(s)
 <p>↑ good direction      updated: 7/19/2006</p>		Child Measures Linked To Measure
		ACTUAL    GOAL    DATE

Objective Name	Owner(s)
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Enhanced public reporting regarding funded activities (OCED)	Zafar Ahmed Rickert Glasgow Silvia Unzueta Tangie White
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Initiatives Linked To Objective	Owner(s)
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GrandParent Objectives
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Allocate County Gov't resources to increase and diversify jobs & incomes while eliminating socio-economic disparities in underserved areas

Parent Objectives
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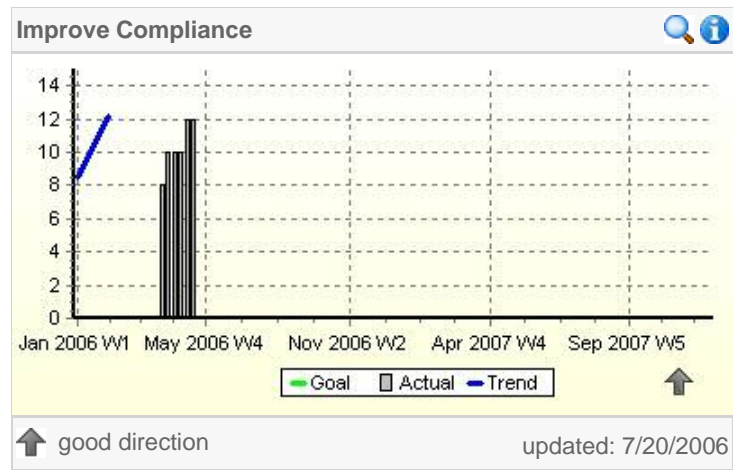
(ED1.8) Enhanced public reporting regarding funded activities

Measures	Owner(s)
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Improve Compliance	Zafar Ahmed Rickert Glasgow
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Improve Enterprise Zone Program compliance with the State of Florida and with US HUD for job creation

Performance Graph
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Initiatives Linked To Measure	Owner(s)
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Organize Community meetings	Zafar Ahmed
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Child Measures Linked To Measure
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ACTUAL	GOAL	DATE
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Public meetings with Community Advisory Committees	Zafar Ahmed Brian Gillis Rickert Glasgow
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Number of public meetings held with Community Advisory Committees

Performance Graph
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Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure
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ACTUAL	GOAL	DATE
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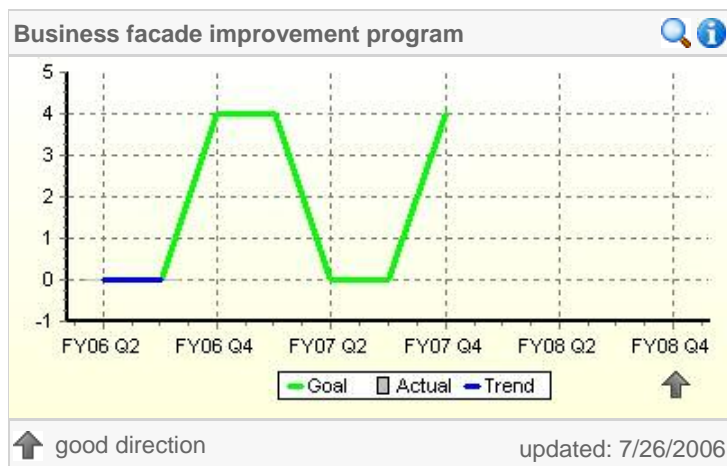
Objective Name	Owner(s)
Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas (priority outcome)	Zafar Ahmed Rickert Glasgow Tangie White

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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Parent Objectives
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Measures	Owner(s)
Business facade improvement program	Rickert Glasgow Tangie White
Provide commercial revitalization grants to businesses for facade improvements	

#### Performance Graph

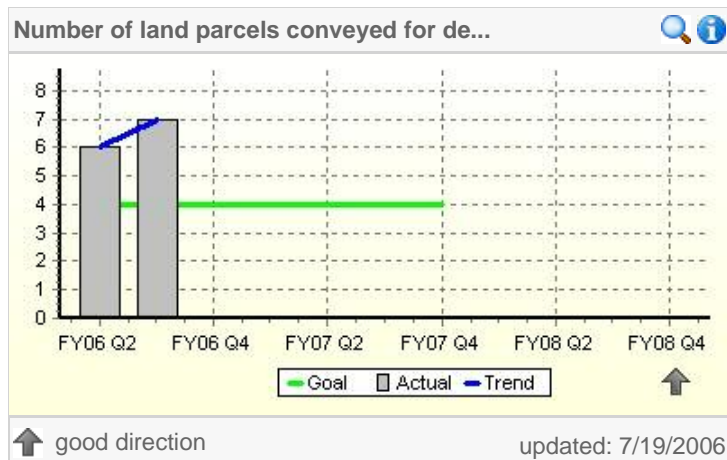


Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure
ACTUAL GOAL DATE

Number of land parcels conveyed for development	Rickert Glasgow
Acquisition of land parcels for OCED inventory and disposition of parcels consistent with established procedures	

#### Performance Graph



Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure
ACTUAL GOAL DATE

Number of vacant land parcels maintained	Rickert Glasgow
Maintenance of parcels in OCED's land inventory, to include the scheduling and management of independent contractors with responsible for maintenance of various parcels	

#### Performance Graph

Initiatives Linked To Measure	Owner(s)
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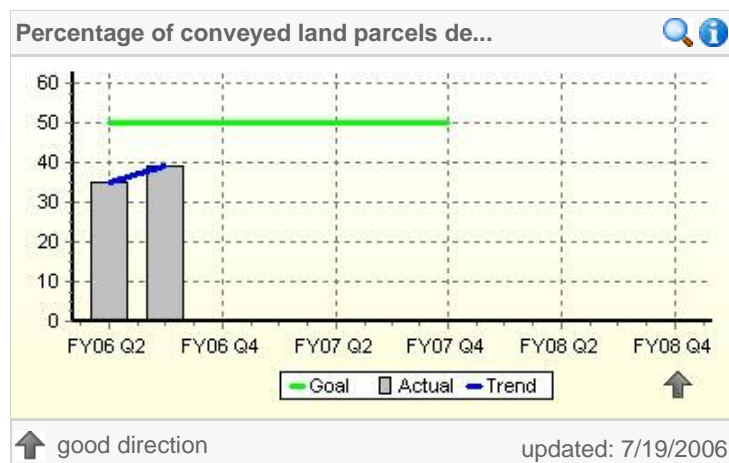


Child Measures Linked To Measure		
ACTUAL	GOAL	DATE

Percentage of conveyed land parcels developed within two years

Rickert Glasgow

#### Performance Graph



#### Initiatives Linked To Measure

#### Owner(s)

Child Measures Linked To Measure		
ACTUAL	GOAL	DATE

Project evaluations for capital, housing and economic development activities

Rickert Glasgow

Review and evaluate Capital Improvement, housing, and economic development activities, to determine the potential for timely completion.

#### Performance Graph



#### Initiatives Linked To Measure

#### Owner(s)

Child Measures Linked To Measure		
ACTUAL	GOAL	DATE

Project Management and technical support services to agencies /activities

Rickert Glasgow

Provide direct project management and support to OCED funded housing and neighborhood improvement projects

Performance Graph

Initiatives Linked To Measure

Owner(s)

Project Management and technical suppo...



↑ good direction

updated: 7/19/2006

Child Measures Linked To Measure

ACTUAL GOAL DATE

Objective Name		Owner(s)
Increased number of low to moderate income homeowners (OCED		Zafar Ahmed Rickert Glasgow
Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
Parent Objectives		
Measures		Owner(s)
Funding for low to moderate income housing units		Zafar Ahmed Brian Gillis Rickert Glasgow
Number of housing units produced		
Performance Graph		Initiatives Linked To Measure
<div>Funding for low to moderate income hou...<div><div><div><div><div></div><div></div></div><div></div></div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div></div><div></div></div><div><div></div><div></div></div></div><div><div></div><div></div></div><div><div></div><div></div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> <div><div></div><div></div></div> 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Objective Name	Owner(s)
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Increased number of businesses and employment opportunities in higher-paying, targeted industries (OCED)	Rickert Glasgow Tangie White
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Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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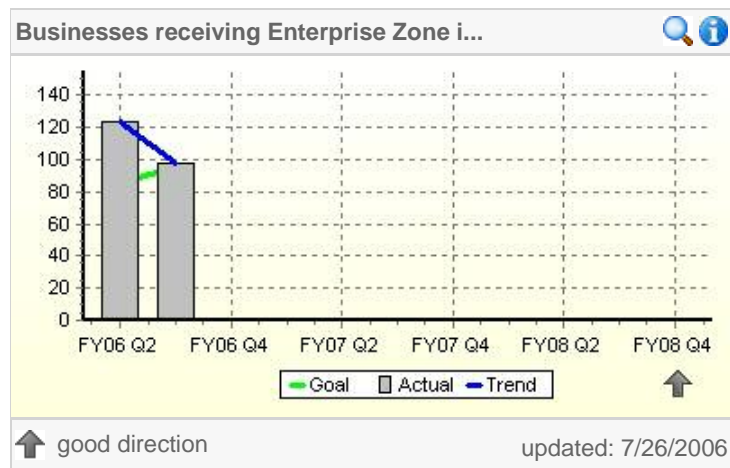
Parent Objectives
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Measures	Owner(s)
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Businesses receiving Enterprise Zone incentives	Jose Bravo Rickert Glasgow Tangie White
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Number of businesses requesting state and local Enterprise Zone incentives

Performance Graph
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Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure			
	ACTUAL	GOAL	DATE
Businesses requesting local EZ incentives	22	20	FY06 Q3
Businesses requesting state Enterprise Zone incentives	76	75	FY06 Q3

Businesses receiving fiscal incentives	Rickert Glasgow Tangie White
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Number of businesses receiving Fiscal Incentives through the Qualified Target Industry Program and Targeted Job Incentive Fund Program

Performance Graph
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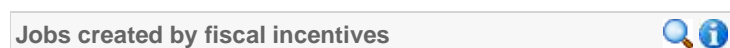
Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure			
	ACTUAL	GOAL	DATE

Jobs created by fiscal incentives	Rickert Glasgow Tangie White
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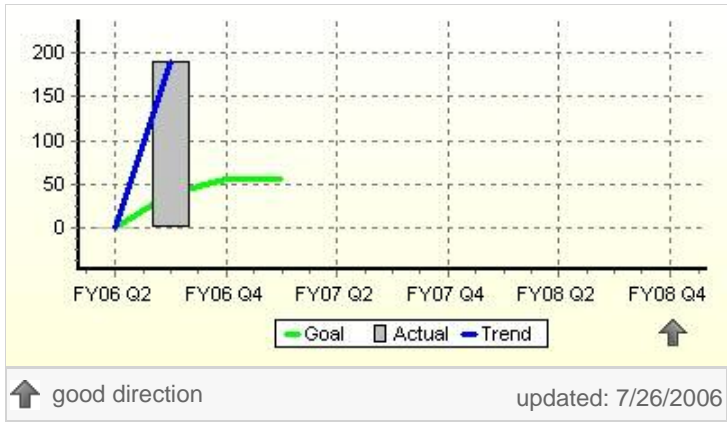
Number of jobs created thru fiscal incentives to business

Performance Graph
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Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure			
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ACTUAL	GOAL	DATE
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Objective Name	Owner(s)
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Coordinated and effective economic and community development programs (OCED)	Zafar Ahmed Rickert Glasgow Tangie White
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Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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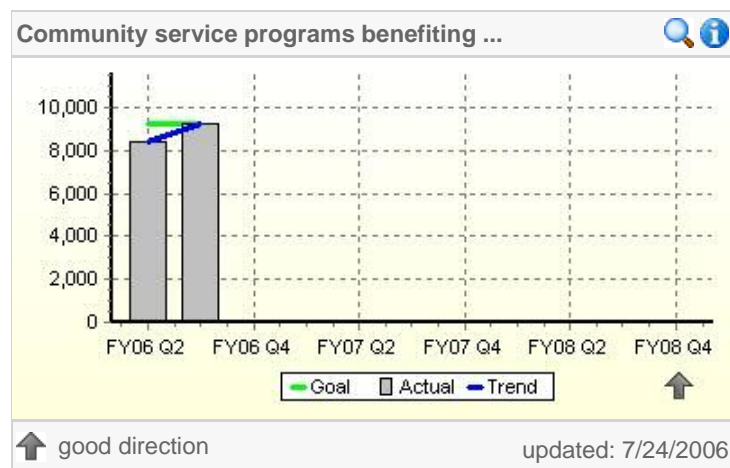
Parent Objectives
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Measures	Owner(s)
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Community service programs benefiting residents	Zafar Ahmed Brian Gillis Rickert Glasgow
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Number of residents receiving benefits through community service programs

Performance Graph
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Initiatives Linked To Measure	Owner(s)
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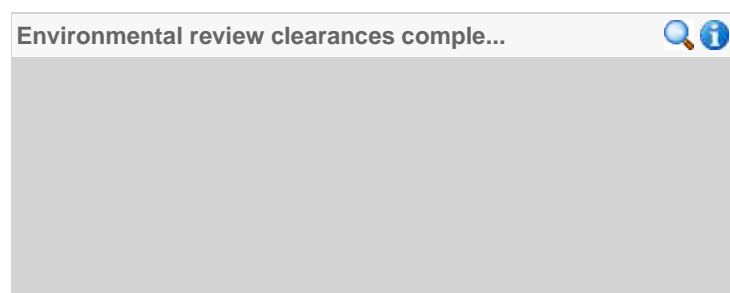
Child Measures Linked To Measure
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	ACTUAL	GOAL	DATE
▲ Abused and Neglected Children	173 Persons	170 Persons	FY06 Q3
▲ Child care services	75 Persons	75 Persons	FY06 Q3
■ Crime awareness programs	550 Persons	600 Persons	FY06 Q3
▲ Disabled residents served	310 Persons	300 Persons	FY06 Q3
▲ Employment Training	77 Persons	75 Persons	FY06 Q3
▲ Health Services to residents	1,010 Persons	1,000 Persons	FY06 Q3
■ Homeless/aids patients programs	975 Persons	1,000 Persons	FY06 Q3
▲ Legal services provided to residents	300 Persons	300 Persons	FY06 Q2
▲ Public Services - General	2,900 Persons	2,800 Persons	FY06 Q3
■ Senior Services Programs	650 Persons	700 Persons	FY06 Q2
▲ Substance abuse programs	60 Persons	40 Persons	FY06 Q3
▲ Transportation services provided to residents	1,000 Persons	1,000 Persons	FY06 Q3
▲ Youth programs	300 Persons	250 Persons	FY06 Q2

Environmental review clearances completed for construction and capital projects	Zafar Ahmed Brian Gillis Rickert Glasgow
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Prepare environmental review clearances and provide environmental review technical assistance for funded activities

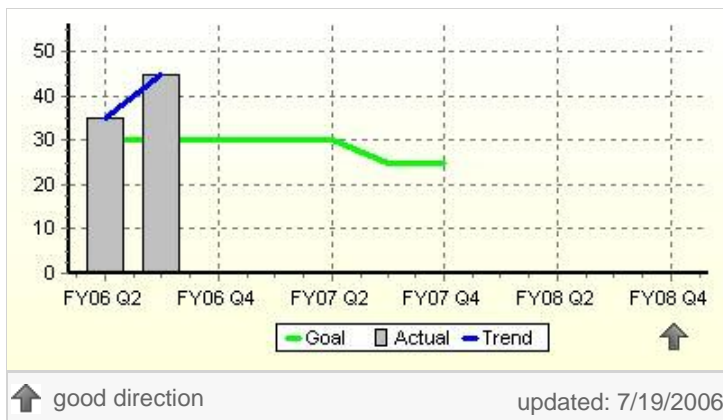
Performance Graph
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Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure
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	ACTUAL	GOAL	DATE
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#### Monitor funded programs

Zafar Ahmed Rickert Glasgow Felipe Rivero

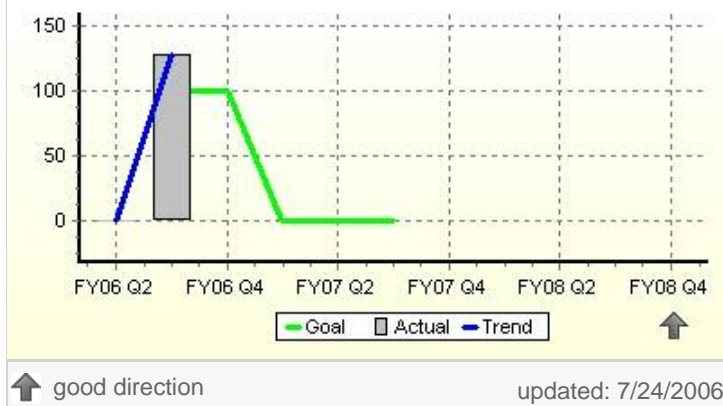
Conduct detailed monitoring surveys on programs of funded agencies (during the third quarter of the program)

#### Performance Graph

#### Initiatives Linked To Measure

#### Owner(s)

#### Monitor funded programs



#### Child Measures Linked To Measure

ACTUAL GOAL DATE



Objective Name	Owner(s)
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(ED 3-2) Better informed clients served by various assistance programs

Zafar Ahmed Rickert Glasgow

Initiatives Linked To Objective	Owner(s)
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GrandParent Objectives
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Parent Objectives
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Measures	Owner(s)
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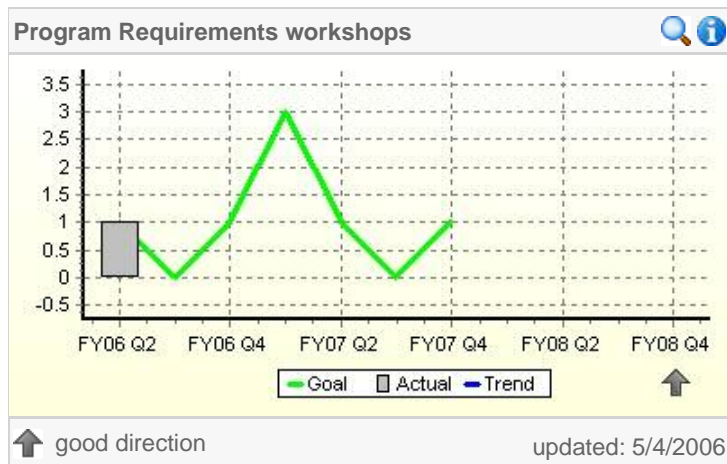
Program Requirements workshops

Zafar Ahmed Rickert Glasgow Felipe Rivero

Number of technical assistance workshops conducted to benefit agencies in respect to requirements of the HOME, ESG and Community Development Block Grant program

Performance Graph
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Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure			
	ACTUAL	GOAL	DATE

Objective Name	Owner(s)
Enhance Suitable Living Environment Through Improved/New Sustainability and Capital Improvements	Zafar Ahmed Brian Gillis Rickert Glasgow Felipe Rivero

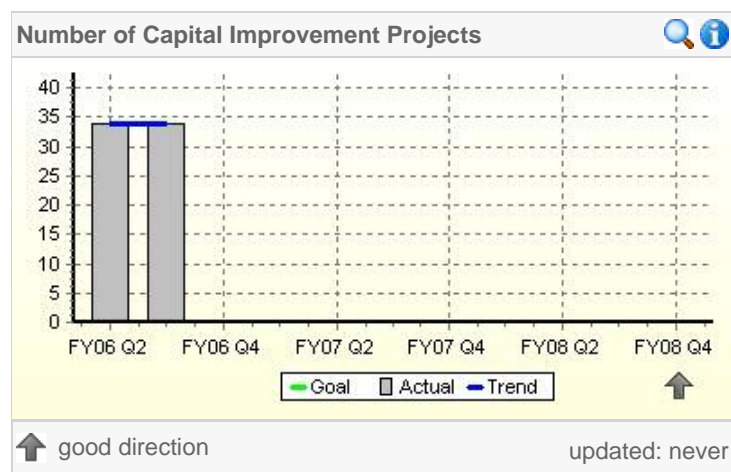
Initiatives Linked To Objective	Owner(s)
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GrandParent Objectives
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Parent Objectives
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Measures	Owner(s)
Number of Capital Improvement Projects	Brian Gillis Zafar Ahmed Felipe Rivero

#### Performance Graph

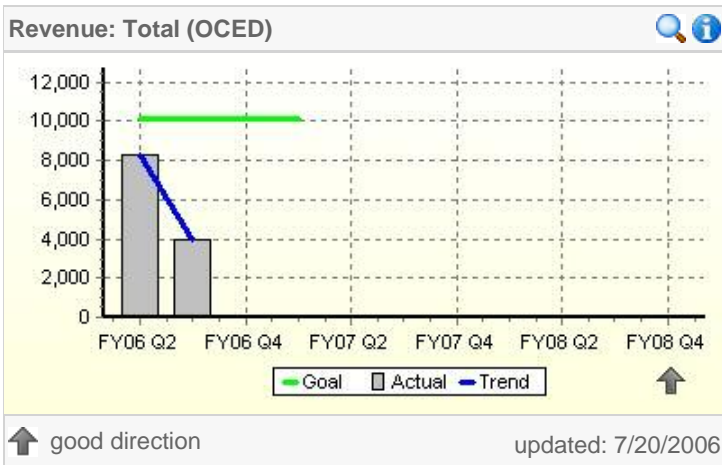


#### Initiatives Linked To Measure


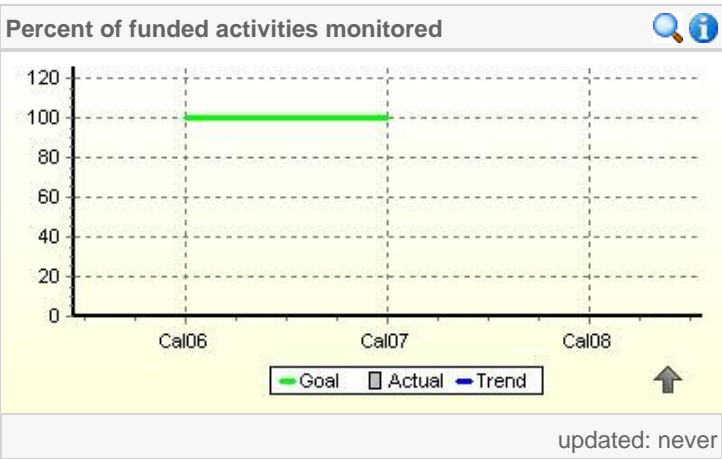
#### Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
▲ Number of Centers for the Disabled/Handicapped Underway	1	1	FY06 Q3
▲ Number of Child Care Centers Underway	8	8	FY06 Q3
▲ Number of Flood and Drainage Projects Underway	2	2	FY06 Q3
▲ Number of Homeless Facilities Underway	8	8	FY06 Q3
▲ Number of Neighborhood Facilities Underway	6	6	FY06 Q3
▲ Number of Parks and Recrational Facilities Underway	3	3	FY06 Q3
▲ Number of Senior Centers Underway	5	5	FY06 Q3
▲ Number of Youth Centers Underway	1	1	FY06 Q3

# Financial

Objective Name		Owner(s)	
Meet Budget Targets (Office of Community and Economic Development)		Awilda Ashford Silvia Unzueta	
Initiatives Linked To Objective		Owner(s)	
GrandParent Objectives			
Planned necessary resources to meet current and future operating and capital needs (priority outcome)			
Parent Objectives			
(ES8.2.1) Meet Budget Targets			
Measures		Owner(s)	
Revenue: Total (OCED)		Awilda Ashford Rickert Glasgow Jose Hernandez Silvia Unzueta	
Total revenue in \$1,000s (from FAMIS)			
Performance Graph			
<div>Revenue: Total (OCED)</div>  <div>↑ good direction updated: 7/20/2006</div>			
Initiatives Linked To Measure		Owner(s)	
Child Measures Linked To Measure			
	ACTUAL	GOAL	DATE
▲ Carryover	3,804	3,500	FY06 Q3
▼ Enterprise Zone Fees	\$1	\$2	FY06 Q3
Enterprise Zone Fees	n/a	n/a	
Federal Grants Totals	n/a	n/a	
▲ General Fund Countywide	\$0	\$0	FY06 Q2
Initiatives Linked To Measure		Owner(s)	
Child Measures Linked To Measure			
	ACTUAL	GOAL	DATE
■ Expen: Personnel (OCED)	\$1,496	\$1,484	FY06 Q3
▲ Expen: Other Operating (OCED)	\$12,448	\$15,331	FY06 Q3
▲ Expen: Capital (OCED)	\$0	\$0	FY06 Q2
Initiatives Linked To Measure		Owner(s)	
Child Measures Linked To Measure			
	ACTUAL	GOAL	DATE
■ Expen: Personnel (OCED)	\$1,496	\$1,484	FY06 Q3
▲ Expen: Other Operating (OCED)	\$12,448	\$15,331	FY06 Q3
▲ Expen: Capital (OCED)	\$0	\$0	FY06 Q2

# Internal

Objective Name		Owner(s)
Proactive involvement of communities in economic development efforts (OCED)		Zafar Ahmed Rickert Glasgow Silvia Unzueta Tangie White
Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
		Lead the coordination of economic development activities throughout Miami-Dade County
		Parent Objectives
		(ED2.2) Proactive involvement of communities in economic development efforts (priority outcome)
Measures		Owner(s)
Percent of contracts issued on a timely basis		Zafar Ahmed Rickert Glasgow Felipe Rivero
Issue 85% of contracts to funded agencies within 45 days of approval of the Annual Action Plan by the BCC		
Performance Graph		Initiatives Linked To Measure
<div><div>Percent of contracts issued on a timel...</div></div>		Owner(s)
		Child Measures Linked To Measure
		ACTUAL GOAL DATE
Performance Graph		Initiatives Linked To Measure
<div><div>Percent of funded activities monitored</div></div>		Owner(s)
		Child Measures Linked To Measure
		ACTUAL GOAL DATE



Objective Name	Owner(s)
(ED2-1) Coordinated and Effective Economic Development Programs (priority income) OCED	Tangie White

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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Parent Objectives
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Measures	Owner(s)
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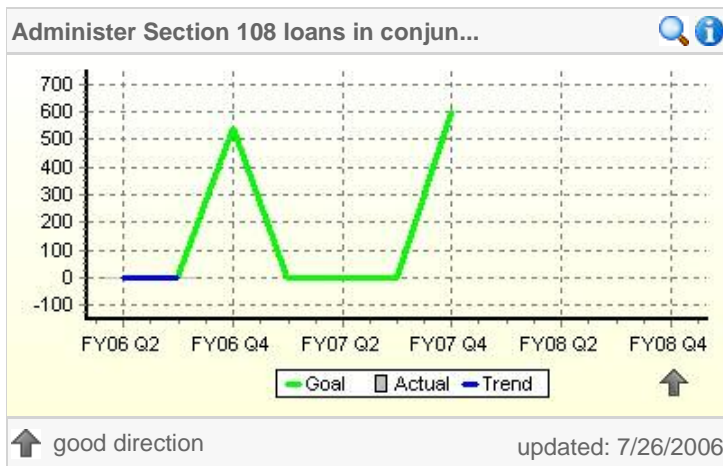
Administer Section 108 loans in conjunction with other County departments Rickert Glasgow Tangie White

Verify number of jobs created

Performance Graph
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Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure			
	ACTUAL	GOAL	DATE



Objective Name		Owner(s)
Higher leveraging of County programs' financial resources with private sector financing - OCED		Rickert Glasgow Silvia Unzueta Tangie White
Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
		Expand entrepreneurial development opportunities within Miami-Dade County
		Parent Objectives
		(ED3.3) Higher leveraging of County programs' financial resources with private sector financing
Measures		Owner(s)



Learning and Growth

Objective Name	Owner(s)
(ES5) Workforce skills to support County programs	Rickert Glasgow

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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Parent Objectives
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Measures	Owner(s)
Staff attendance at U.S. HUD training	Zafar Ahmed Rickert Glasgow Jose A. Hernandez Tangie White
Number of hours staff will be attending training in Community Development programs	

Performance Graph	Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure			
	ACTUAL	GOAL	DATE